



*Case Study:*  
Manager Development  
Coaching.



How coaching saved the client time, money,  
effort & disruption to the business



## The Client

Large insurance company. Due to the confidential nature of our coaching engagements, we do not name our clients in case studies.

## The Challenge

A highly intelligent, focused, and diligent professional in her early thirties was promoted to a manager role with 10 technicians reporting directly to her.

Highly capable technically and accepting of the leadership challenge, she took on the responsibility. After a number of months, it was identified that two members of her team demonstrated significantly bad behaviours. Despite having attended a number of training courses to develop her management skills, she was unable to translate any learnings to the day-to-day running of her team, in particular, dealing with conflict. As a result, she was contemplating not just resigning from this role and company, but from avoiding any future dalliance with a management role.

Her resignation would generate significant cost and disruption to the company operations. The disruption to the team and its performance would have a ripple effect that would disrupt the business.

The cost to her personally was that she may well have not pursued her career or strove to achieve her full potential.

## The Solution

Our engagement was to provide this recently promoted manager with the direct personal support that she needed, together with the tools and language with which to work through these issues to arrive at a satisfactory outcome.

In conjunction with the organisation and the individual, we agreed on the metrics in advance and together we would track the impact.

The bad behaviours of the individuals concerned were not part of this delivery, and so Validity was dealing with only a part the scenario. Whilst we could not directly impact the behaviours of these 2 “disruptives”, we could support this new manager with mechanisms with which to manage and take control of the situation.

Generally, we highly recommend that where behaviours such as these are exhibited, the perpetrators be involved in the process.



## The Results

The manager was able to take control of the situation and ensure that her team followed her directions and leadership. The 2 “disruptors” found themselves in a completely different environment.

Not only did she become more confident in her role, but she also now had the tools with which she could succeed and further her career aspirations. The solution delivered to her the skills and abilities to cope with and manage these two disruptive members of her team.

Her ability to handle difficult people expanded considerably. It also ensured that rather than an intervention, she was able to put her own stamp on the team and deal with the difficult people herself. From this, she grew significantly in confidence and ability to manage not just this team, but also further opportunities that may arise.

The company had their faith in the individual substantiated. This investment in that individual ensured that disruption to the team, and indeed to the business, had been avoided.

The HR team was happy with the result as it meant empowering the manager directly and allowed HR to avoid having to engage in a situation that was at risk of spiralling down.

The two disruptive individuals have also had a learning experience, which would impact positively on their long-term behaviours.

**For more information, contact us at Validity Group today:**

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